

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

AMC REGULATION
No. 1-16

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Administration

CONGRESSIONAL RELATIONS

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*This regulation supersedes AMC-R 1-16, 4 May 1990, including all changes.

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Section I

GENERAL

1. Purpose. This regulation defines responsibilities and provides procedural guidance to implement and reinforce within the U.S. Army Materiel Command (AMC), the policies and procedures of the Department of the Army (DA) applicable to Congressional relations. Congressional communications are interpreted to include White House inquiries.

2. Scope. This regulation applies to Headquarters, AMC (HQ AMC); AMC major subordinate commands (MSC) (including subordinate installations and activities); and separate reporting activities (SRA) and activities reporting directly to HQ AMC.

3. Policy. a. The authority of Congress is found in the U.S. Constitution which also provides that the President shall "recommend to their consideration such measures as he shall judge necessary and expedient..." In enacting legislation, or investigating a need for new legislation, Congress has the right to request information or reports from the executive departments and agencies. DA directs and AMC policy dictates utmost cooperation with the Members, committees and staffs of Congress.

Section II

RESPONSIBILITIES

4. Chief, HQ AMC Congressional Liaison Office. As the principal point of Congressional contact for AMC, the Chief Congressional Liaison Office (AMCLL) will manage and coordinate relations with Congress. Duties include, but are not limited to--

a. Provide direction for prompt and comprehensive replies to White House and Congressional inquiries.

b. Maintain cognizance for the AMC Commanding General, of all significant legislative developments affecting command operations.

c. Inform the AMC Commanding General of all White House and Congressional inquiries likely to develop into major issues.

d. Maintain close liaison with the Office, Chief of Legislative Liaison (OCLL), DA, the Budget Liaison Office of the Assistant Secretary of the Army for Financial Management (SAFM-BUL), and contact as necessary with the Congressional affairs representatives throughout the Department of Defense (DOD).

e. Be responsible for command relations with OCLL and for the direction of AMC replies to formal investigations conducted by all Congressional committees, including those conducted by the investigative staffs of the appropriations committees, through the appropriate DA staff office(s), Secretary of the Army Legislative Liaison Investigations and Legislative Division (SALL-IL) and (SAFM-BUL).

f. Assure that the office serves as the office of record for all correspondence, memoranda and testimony connected with Congressional hearings, investigations and inquiries.

g. Coordinate and arrange for appropriate personnel to attend meetings, conferences or briefings requested by Members of Congress or their staffs.

5. Major subordinate commands and HQ AMC staff. Commands staff agencies of AMC are responsible for providing witnesses and supporting material for hearings and briefings on Army programs and activities under consideration by Congress, and for responding to a Congressional inquiry referred to them.

6. Congressional Affairs Contact Officers (CACO). To assure prompt and positive attention to Congressional inquiries and correspondence, each installation, activity, and agency within the AMC complex will designate an individual who will be the central point of contact for Congressional matters, and for coordinating and monitoring the preparation of prompt and accurate responses. The name, position, organizational location and telephone number of each individual designated will be forwarded to the HQ AMC, ATTN: AMCLL. Notice of changes will be provided as they occur.

Section III

CONTACTS WITH CONGRESS

7. General. Commanders of AMC installations and activities are encouraged to make local courtesy calls on Congressional staff representatives of the Member(s) in which their commands are located. Any visits to Members or staffs on Capitol Hill must be coordinated with AMCLL. Commanders may discuss only their area of responsibility.

8. Congressional visits to AMC installations. Members and committees of Congress, their staffs and other representatives (i.e., Surveys & Investigation Teams from the House Appropriations Committee will visit AMC installations and activities to gather program information or conduct investigations. Full cooperation will be accorded Members of Congress and their staffs.

9. Report of Congressional visit. An information copy of each Report of Congressional Visit (RCS SAOSA-9), required by AR 1-20, will be furnished to AMCLL. If Members of Congress or Congressional staff members arrive unannounced at an AMC installation or activity, the commander will ensure through appropriate channels that AMCLL is informed telephonically. The notification will include the names of the visitors, their Congressional affiliation, the purpose of the visit, and the estimated duration of the visit.

10. Travel arrangements. Arrangements within AMC for travel by Members of Congress, their staffs, or Members of Congressional committees and their staffs, will be cleared through AMCLL. A request for clearance will include--

- a. Purpose of the visit.
- b. Names of Member(s) of Congress and other persons invited and their social security numbers (SSN).
- c. Itinerary.
- d. Clearances, if appropriate.

Section IV

INVESTIGATIONS

11. Responsibility. In coordination with the DA staff office concerned (SALL-IL and SAFM-BUL), AMCLL will act as the AMC point of contact for all AMC related investigations conducted by Congressional committees in coordination with the DA staff office. Elements of AMC will act promptly and cooperate with AMCLL to provide requested information, the selection and furnishing of witnesses and supporting data desired by Congressional sources. AMCLL will attempt to ascertain the extent of the Congressional interest, and will apprise interested elements of AMC the nature and scope of the investigation.

12. Commanders and staff directors. Immediately upon notification that Congressional investigators will visit their area of responsibility, subordinate commanders and/or staff directors will--

- a. Appoint an action officer for each investigation.
- b. Determine security clearances of investigators.
- c. Release information and grant access to the files per the referenced regulations.

d. Submit Congressional visit reports per Army Regulation (AR) 1-20, Legislative Liaison.

e. Prepare and maintain files in anticipation of a formal investigation.

Section V

APPEARANCES BEFORE CONGRESSIONAL COMMITTEES

13. General. Upon request, AMC will furnish witnesses to appear before Congress. It is essential that the best qualified witnesses be selected. Selection will generally be on the basis of knowledge of the subject matter, grade, position and the ability to present the Army and AMC position. Selection of witnesses will be per AR 1-20 and the current DA, Chief of Staff Standard Operating Procedure (SOP). Specific instructions are shown in appendix C.

14. Responsibility of witnesses. A designated witness will--

a. Collect and study all available documents, including records of previous hearings, which bear upon the subject of the hearing.

b. Draft a prepared statement, which complies with DA policy. When a classified statement is necessary, a simultaneous unclassified version will be prepared. All testimony must be cleared through DA, DOD, and Office of Management and Budget (OMB) prior to submission.

c. Not discuss classified information in open session. (Answers involving classified information will be supplied only in executive session.)

d. Be familiar with the Secretary of Defense policy concerning expression of personal opinion on matters for which a DOD position has been established by the Secretary of Defense.

e. Be responsible for the appropriate security classification of all of his/her testimony, whether in a prepared statement or resulting from interrogation. Witnesses will also be responsible for ensuring that they have the proper authority for releasing the information involved.

f. Prepare a list of anticipated questions with answers.

g. Provide a copy of the witness' biography.

h. Gather documentation to support testimony.

i. After testifying, promptly furnish material promised to the committee, through appropriate channels, but not available at the time of the hearing.

15. Direct contact between potential witnesses and Congressional sources. Prior to the initial date of a hearing before a Congressional committee, the committee usually specifies by name or duty assignment those witnesses it desires. Any request from a Congressional committee made directly to an individual within AMC will be reported immediately by telephone to AMCLL.

16. Preparation of supporting documents. Documentation in support of prepared statements, legislative proposals, and testimony, will be prepared with the assistance of the legal office and the interested directorate, command, or installation. Reproduction in the requisite number of copies for distribution to HQDA, committee members, and committee staffs, will be determined and accomplished by that element in AMC having the primary interest in the matter under consideration. Personnel preparing documentation will not

include classified material unless it is essential. In the event classified material must be included, clearance will be obtained per AR 380-5.

SECTION VI

COMMUNICATIONS WITH CONGRESS

17. General and specific considerations in preparing replies.

a. The factual content and the tone of a reply to an inquiry from a Member of Congress will be approached in a constructive manner. Letters must be factual, forthright, and simple; language will be nontechnical. Argumentation, generalities and opinions or assumptions, and facetiousness will be avoided. Replies will be fully responsive to all problems presented. Care must be taken to ensure uniformity, consistency and accuracy of statistical material furnished for release to Congressional recipients. Proposed replies should be "civilianized" as much as possible. Avoid use of Army jargon, acronyms, abbreviations and military time identification. However, acronyms may be used after it is first spelled out in the text.

b. Insofar as possible, replies should address all allegations and issues raised in the inquiry. Allegations will be referred to as "allegations" to avoid their being made into statements of facts. When an inquiry contains a legitimate grievance, the proposed reply should not contain obscure language as a means of camouflaging someone's error. Be direct and "tell it like it is." It is imperative that the information provided be completely accurate. If an apology is appropriate, include one.

c. Army policy requires that maximum information be made available promptly to Members and committees of Congress and their staffs. Therefore, strict adherence to established suspense dates is mandatory. Transmission time is a critical factor in high-priority cases. Compliance with this policy is limited only by pertinent regulations and directives relating to security and to official information which requires protection in the public interest.

d. In handling Congressional correspondence, the reply will not indicate that the constituent's letter has been forwarded by the Congressman. Form letters will not be used for Congressional replies.

e. Proposed replies involving disapproved personnel actions should include the basis on which the individual applied, and the reasons the request did not meet the criteria prescribed for approval. Replies involving personnel actions and pay problems should indicate, if possible, that the individual has been interviewed and counseled. When a request is denied, the reply should specify that the individual has been provided every assistance to remedy the problem.

f. Do not cite a paragraph of an AR as the basis for an action. Quote, paraphrase, enclose an extract copy; or explain the policy prescribed by the regulation.

g. In the event a Member of Congress asks to be informed of the final decision, the case should not be closed until he/she is notified.

h. Some specific considerations in preparing replies with regard to the receipt and routing responsibilities of correspondence are explained and shown in appendix A. The letter format instructions and samples are in appendix B.

Section VII

CONGRESSIONAL NOTIFICATIONS

18. General. Activities or incidents connected with AMC operations considered likely to generate Congressional interest will be brought to the immediate attention of AMCLL.

19. Matters of immediate Congressional interest. Operations and activities of AMC will frequently be of immediate interest to Members and committees of Congress in their official capacities. Such activities may include action in connection with constituent responsibilities, the closing or phasing-down of an installation, termination of a major contract, changes in personnel strengths, etc.

a. HQ AMC staff actions within these categories will be coordinated with AMCLL prior to transmittal to HQDA. Each significant action must be viewed for Congressional implications. As plans are developed which affect areas of possible concern to Congress, the AMC element responsible for development of the plan will coordinate with AMCLL to determine Congressional implications.

b. Any proposed plan should include the notification of Congress will be incorporated as part of the plan when necessary, and will include the use of press releases and information sheets for Members of Congress. Press releases and information sheets will be coordinated with the HQ AMC Public Affairs Office and AMCLL.

Section VIII

LEGISLATION

20. Proposals initiated in AMC. Amendments to existing legislation or new legislation considered necessary by an element of AMC, will be fully developed as a proposal by the proponent and submitted to AMCLL. The proposal will include supporting documentation justifying the necessity for the desired action, together with a listing of the technical and legal personnel cognizant of the need. The proposal and supporting documentation will then be referred to the AMC Command Counsel for determination of the legal sufficiency of the proposal. As necessary, HQ AMC, ATTN: AMCLL will concurrently effect commandwide coordination, and thereafter recommend to the Commanding General, AMC, the official AMC position. Considerations in determining the AMC position will include the general merits of the proposal and the limiting characteristics of existing legislation. All legislative proposals will be addressed to OCLL for action.

21. Reports on bills as primary responsibility. Bills, which have been introduced and for which AMC has been assigned reporting responsibilities by DA will be assigned by HQ, AMCLL to the AMC Command Counsel for preparation of a report. A report on the bill will be prepared per current regulations by the legal office, and then returned to AMCLL for processing. All reports on bills will be forwarded to OCLL for action.

22. Comments on proposed legislation and reports of other military departments in the Department of Defense. Any request for comments on proposed legislation or for reports of another military department will be assigned by AMCLL to the appropriate element in AMC for action, including necessary staff coordination. All comments on proposed legislation and other reports will be forwarded to OCLL for action.

Section IX

REFERENCES

23. General. Instructions contained in this regulation implement Department of the Army policies in conformance with applicable regulations and pertinent administrative instructions of HQ AMC.

24. Specific references.

AR 1-20	Legislative Liaison
AR 10-5	Organization and Functions - Department of the Army
AR 25-55	The Department of the Army Freedom of Information Act Program
AMC-R 10-1	Organizations Mission and Functions
DA	Congressional Actions Responsibilities SOP
DA Memo 340-6	Preparation of Papers Relating to Legislation (Other than Appropria- tions Bills), Executive Orders, and Proclamations
DA Memo 340-15	Office Management - Staff Action Process and Correspondence Policies
DOD Directive 5400.4	Provision of Information to Congress
OMB Circular A-19	Legislative Coordination and Clearance

The proponent of this regulation is the United States Army Materiel Command. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, HQ AMC, ATTN: AMCLL, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001.

FOR THE COMMANDER:

OFFICIAL:

MICHAEL S. DAVISON, JR.
Major General, USA
Acting Chief of Staff

LEROY TILLERY
Chief, Printing and Publications
Branch

DISTRIBUTION:

Initial Distr H (47) 1 ea HQ Acty/Staff Ofc
LEAD (SDSLE-DOI) (2)
AMCIO-I-SP stockroom (150)
OCLL
SAFM-BUL
AMC CACOs

SPECIAL:

HQ IOC/AMSMC-IMF (4)
ARL/AMSRL-CI-TG (4)
ATCOM/AMSAT-B-DDISC (4)
CECOM/AMSEL-IM-BM-I (4)
CBDCOM/AMSCB-CIR (4)
LOGSA/AMXLS-IM (4)
MICOM/AMSMI-RA-SO (4)
USASAC/AMSAC-IM-O (4)
STRICOM/AMSPI-CS (4)
TACOM/AMSTA-DRM (4)
TECOM/AMSTE-CT-N (4)

APPENDIX A

RECEIPT AND ROUTING OF CORRESPONDENCE

A-1. Addressed to AMC. All Congressional correspondence addressed to the Commanding General, AMC will be brought to the immediate attention of the Chief, Congressional Liaison Office AMCLL. Congressional inquiries received at HQ AMC from any source will be hand-carried to AMCLL immediately upon receipt by the Mail Center, or by any other organizational element of HQ

AMC. AMCLL will acknowledge receipt, assign action, establish suspense dates, furnish any specialized instructions and hand-carry to the staff element assigned the action for the preparation of the reply.

A-2. Addressed to Headquarters Staff Elements by DOD/DA Staff Elements. Congressional inquiries may be referred to HQ AMC by OCLL, SAFM-BUL, DA and DOD staff elements. Upon receipt in any element of the AMC staff, such inquiries will immediately be hand-carried to AMCLL who will assign action to the appropriate staff elements for preparation and coordination of replies.

A-3. Telephonic Inquiries. All telephonic inquiries received in HQ AMC, either directly from Congressional sources or from DOD and DA agencies on behalf of Congressional sources, will be referred to AMCLL as the central point of contact. A Memorandum for Record (MFR) will be prepared on all telephonic Congressional inquiries.

A-4. Replies by Subordinate Commands. AMC Subordinate Commanders are authorized to respond directly to Congressional inquiries addressed to them when the subject matter is clearly within that Command's prerogative. Copies of the final response and initiating documents will be forwarded to HQ AMC, ATTN: AMCLL, within 24 hours of completion.

APPENDIX B

LETTER FORMAT INSTRUCTIONS AND SAMPLES

B-1. General. Congressional correspondence generally falls into two categories; direct replies which are sent directly to a Member of Congress from HQ AMC or an AMC activity, and indirect replies which are forwarded to the Chief, OCLL or other elements within DA and DOD, and subsequently transmitted to a Member of Congress. At every level of review, a Congressional reply should be inspected to ensure that the technical aspects of each letter (i.e., format, capitalization, compounding, and punctuation) conform with the Government Style Manual, AR 25-50, and this regulation. In addition, all correspondence forwarded to the HQ AMC, ATTN: AMCLL, for transmittal to the Congress is presumed to be unclassified unless otherwise designated by the action officer. Should this unclassified releasable information have public affairs or foreign affairs implications, it will be coordinated with the HQ AMC Public Affairs Office.

B-2. Suspense. For direct inquiries to HQ AMC, the established suspense date will normally provide 5 workdays from the initial date of receipt in HQ AMC to the date of dispatch of the final reply. DOD/DA received inquiries will stipulate the established suspense date for shorter or longer time periods. When a final reply to a Congressional communication received cannot be made within the allotted time period, an interim reply will be made by the responsible staff element within 2 workdays after receipt by that office. The interim reply will provide as much information as is available, and inform the Member of Congress of the reasons for delay. A new suspense date will be provided on the interim MFR. Make maximum use of datafax, telephone, or electronically transmitted messages.

B-3. Letterhead and Spacing. Letterhead to be used in preparing replies to Members of Congress are dictated by the highest level of interest. Examples are given in this appendix (figures B-1 through B-3). Drafts should be double spaced on plain bond paper.

B-4. Address. In the Washington metropolitan area, the wording "Washington, D.C." followed by the appropriate Zip Code (Senate - 20510; House of Representatives - 20515), will be included in the address of the letter and placed on the envelope. When mailed outside the Washington area, the city and state are also included in the address both in the letter and on the envelope. A Member of Congress should be addressed in the capacity in which he/she signs his communication. For example, if a Member of Congress signs as Chairman of a Committee, he/she will be addressed as Chairman of that Committee (see example below); or if he/she signs as the Speaker of the House, he/she will be addressed as

such. When he/she signs in the capacity of his elective office, he/she should be addressed as follows:

Member of the Senate (Washington Office)

Honorable David R. Jones
United States Senate
Washington, D.C. 20510
(1 space)
Dear Senator Jones:

Member of the Senate (District Office)

Honorable David R. Jones
United States Senator
and street name
City, State Zip
(1 space)
Dear Senator Jones:

Member of the House of Representatives (Washington Office)

Honorable Wayne L. Smith
House of Representatives
Washington, D.C. 20515
(1 space)
Dear Congressman Smith:

Member of the House of Representatives (District Office)

Honorable Wayne L. Smith
Representative in Congress
and street name
City, State Zip
(1 space)
Dear Congressman Smith:

Note. The Congressional Liaison Office should be contacted when preparing correspondence for female Members of Congress to ascertain the preferred salutation on a letter.

Member of Congress writing as Chairman of a Committee

Letter and envelope are addressed as follows:

Honorable John T. Doe
Chairman
Senate Armed Services Committee
United States Senate
Washington, D.C. 20510
(1 space)
Dear Mr. Chairman:

Honorable Martin T. Smith
Chairman
House National Security
House of Representatives
Washington, D.C. 20515
(1 space)
Dear Mr. Chairman:

Care must be taken to assure that a Member of the House is not inadvertently addressed as Senator and vice versa, and that his/her name is not misspelled.

B-5. Paragraphing. In the opening paragraph, reference should not be made to the date of the inquiry. The first paragraph of a reply should contain either the individual's complete rank and name, e.g., Sergeant First Class John J. Jones, if military, or, the individual's complete name, title (as appropriate), and company (as appropriate), if civilian. Thereafter, only parts of the individual's rank and name are required: "Sergeant First Class Jones... or Mr. Jones...". For variety, personal pronouns should also be used where appropriate instead of "the soldier," "the service member," or "civil servant." The paragraphs of the letter should be indented five spaces and not numbered. The summarizing of the letter of inquiry or matter should be avoided. Likewise, subparagraphing should be avoided. Suggested opening and closing paragraphs of letters to Members of Congress and replies to White House inquiries are listed below:

a. Sample opening paragraphs:

(1) Interim replies:

This is an interim reply to your inquiry on behalf of... concerning...

The Secretary of the Army has asked me to make an interim reply to your inquiry addressed to the Department of Defense concerning...

(2) Final replies:

Thank you for your inquiry of (date) to President Clinton concerning... (For White House inquiries only).

This replies to your inquiry addressed to... on behalf of... concerning...

This replies to your inquiry on behalf of... concerning...

b. Sample closing paragraphs:

(1) Interim replies:

Inquiry into this matter is taking more time than expected. I regret any inconvenience the delay in providing a final reply may cause. As soon as information becomes available upon to base a reply, I will advise you further.

(2) Final replies:

I trust this information will be of assistance.

Your interest in this matter is appreciated.

B-6. Continuations.

a. Plain white bond paper will be used for second sheet. The page number will be centered five lines from the top of the page. Typing of the letter is then begun five lines below.

b. A paragraph consisting of three lines or less will not be divided between two pages.

c. The complimentary close must not be typed on a separate page without also including at least two lines of the last paragraph of the text. On the other hand, a paragraph or subparagraph, which consists of only one line, may be placed on a separate page together with the complimentary close.

B-7. Signature and Coordination.

a. The Chief, AMCLL will sign and release all HQ AMC Congressional correspondence or transmittal letters forwarding Congressional correspondence.

b. When appropriate, direct replies by subordinate commands or activities to Members of Congress will be signed only by the respective Commander, the Deputy Commander, or the Chief of Staff.

c. All replies and drafts must be fully coordinated.

B-8. Copies and Enclosures.

a. The official record copies must be clearly legible. Also, they must be provided with copies of any enclosures which have been attached to the original. In addition, an information copy of all Congressional correspondence concerning discrimination involving military personnel/dependents must be provided to Deputy Chief of Staff for Personnel. If it concerns Federal employees, an information copy should be forwarded to AMC Equal Employment Opportunity Office.

b. Outgoing correspondence will have, as a minimum, an original, and four copies (if a direct reply). The original and one copy is sent to the Member of Congress. The second copy is marked AMCLL record copy, and must have all backup information. The third copy should be annotated

for the action office and will be provided after dispatch of correspondence. The fourth copy will be provided to OCLL.

B-9. Sample Replies. All addresses should be per paragraph B-4.

a. Direct replies. Figure B-1 is a sample of the format to be used in the preparation of direct replies.

b. Indirect replies.

(1) Incoming correspondence in this category is usually transmitted from the DA Chief, OCLL to HQ AMC by a Congressional Tasking form. Correspondence in this category will be prepared in draft form on bond paper.

(2) Figure B-2 is a sample letter of transmittal from HQ AMC prepared for signature of the Chief, AMCLL to OCLL. The transmittal letter will be prepared on AMC letterhead.

c. Congressional Point Paper. On occasion, AMCLL will request a point paper be prepared. The paper will be prepared per **AMC-M 1-2**, Staff Procedures. A sample point paper is provided at figure B-3.

d. Acknowledgement letter. When a direct inquiry is received, an acknowledgement letter should be sent immediately. A sample acknowledgement letter is at figure B-4.

e. Interim reply. When a reply to an inquiry is expected to take longer than 5 working days, an interim letter should be forwarded. A sample interim letter is provided at figure B-5.

(Date)

Honorable _____
House of Representatives/United States Senate
Washington, D.C. 20515 (House)/20510 (Senate)
(1 space)
Dear Congressman or Senator...:

The opening paragraph will be in accordance with instructions cited in paragraph B-5a above.

This is a sample letter of the type used within HQ AMC to reply directly to an inquiry from a Member of Congress -- Representative or Senator. Note: AMC letterhead is used.

The complimentary close will be as indicated.

Sincerely,

(4 spaces)

(Name)
Chief, Congressional
Liaison Office

Figure B-1. Sample direct reply

AMCLL
(2 spaces)

(date)

MEMORANDUM FOR HQDA (OCLL/name of DA action officer), Washington,
D.C. 20310-1600

(1 space)

SUBJECT: Congressional Inquiry -- (fill in name of Member of
Congress)

(2 spaces)

1. Enclosed is a proposed interim/draft reply on behalf of (constituent
or company) concerning (subject). OCLL #_____.

2. AMC - America's Arsenal for the Brave.

FOR THE COMMANDER:

(4 spaces)

Encls

(Name)
Chief, Congressional
Liaison Office

Coordination:

Figure B-2. Sample transmittal Memorandum to HQDA for AMCLL
signature.

UNCLASSIFIED

AMCLL (MARKS NUMBER) POINT PAPER DATE

SUBJECT: Subject of Action

PURPOSE: To provide a format for passing key information to the members of the Command Group.

FACTS:

- o Use short, concise "bullet style" thoughts. Ensure smooth, logical flow of the facts.
- o Tailor paper for the intended use.
- o Limit to one page.

RELEASED BY:	COL JOHN DOE	ACTION OFFICER:
	CHIEF, LOGISTICS DIVISION	MAJ JANE SMITH x55555
	x33333	
	9E35	9E34

COORDINATION:
CONSIDERED ... (AS A MINIMUM, COORDINATION MUST BE CONSIDERED)

UNCLASSIFIED

Figure B-3. Sample Point Paper

(Date)

Honorable
United States Senator/Representative in Congress
409 JFK Federal Building
Boston, Massachusetts 02203

Dear Senator/Congressman:

Thank you for your inquiry pertaining to ...

An inquiry has been initiated. You will be further advised as soon as information becomes available. If you have any questions about this inquiry, please refer to the following case number: _____.

Sincerely,

Figure B-4. Sample Acknowledgement Reply

(Date)

Honorable
Representative in Congress
916 Main Street
Suite 300
Lynchburg, Virginia 24504

Dear Congressman...:

This is an interim reply to your inquiry on behalf of

Inquiry into this matter is taking more time than expected. I regret any inconvenience the delay in providing a final reply may cause. As soon as information becomes available upon to base a reply, I will advise you further.

Sincerely,

B-5 Sample Interim Reply

APPENDIX C

WITNESSES

C-1. In recent years, the Army has made great strides in improving its credibility with Congress. This most precious commodity derives from the quality of past judgments, response to Congressional guidance, the knowledge of Army witnesses, and the confidence demonstrated by candor and manner of presentation.

C-2. The highest ranking officer knowledgeable in a particular subject area should be the principal witness. For hearings involving major weapon systems, the project manager has proven to be the best witness.

C-3. Witnesses must--

- a. Be knowledgeable of posture statements provided to the Congress.

- b. Be thoroughly knowledgeable and rehearsed in both their own area of expertise and the Congressional perspective of it, i.e., past criticisms and guidance.

- c. Establish early a tone of frankness, openness and cooperation. A good technique is to summarize previous Congressional guidance and actions taken.

- d. Be articulate and forthright about the programs being discussed. Answers to questions must be clear, concise and responsive. Members, under the 5-minute rule, are particularly interested in brevity and will not tolerate answers that talk around but never at the heart of an issue.

- e. Be able to answer "Why this program?" in terms of the Army's goal and national interests.

- f. Be able to defend the program in context, e.g., how the weapon system fits into the overall defense plan, scheme of employment, relative costs and quantities and alternatives considered.

- g. Be knowledgeable of Army Audit Agency (AAA), Department of Defense Inspector General (DODIG) and General Accounting Office (GAO) reports in their area of proponentcy that have been provided to the Congress and be able to articulate the Army position or corrective action taken on reports.

C-4. To ensure full Army responsiveness and position consistency, the same witnesses should appear before the authorizing and appropriating

committees. In those few instances where this may not be possible, witnesses before the authorizing committees should be used in a backup role during appropriation hearings.

C-5. All testimony should be geared to support the stated goals of upgrading the quality of personnel and equipment, obtaining maximum benefits from all resources and shaping the Army for the future.

C-6. A key to success is the resolution of problems and the commitment to a firm decision prior to Congressional presentation. When questions are answered with "It is under study," or "We are reviewing that program," the justification for the program is viewed as weak and requested funding becomes vulnerable to deletion or deferral.

C-7. A list of reminders to witnesses is at figure C-1.

C-8. Statements.

a. An AMC witness who testifies before a Congressional committee on a pending bill will, except in unusual circumstances, use a prepared statement. Requirements for the prepared statements are--

(1) Prepare a complete, concise statement for the record. Statement should be comprehensive enough to give Members of the committee adequate information on Army programs. At figure C-2 is an example of a prepared statement.

(2) All statements will have a separate cover sheet-- examples are shown at figures C-3 and C-4. The statement for the record is identified on the cover as the "Record Version." If the Record Version is lengthy, a short version is marked "Reading Version" and the text is always double spaced. The witness should be prepared to present either version depending on the wishes of the committee.

(3) Where one short statement will serve as both "Record" and "Reading" version, the cover sheet will be marked "Record Version."

(4) If statements (either version) are classified, unclassified versions may also be required.

(5) No prepared statement will be released to individuals or agencies outside the Department of Defense prior to presentation to and authorization by the committee for which it is intended.

b. Preparation of statements.

(1) When preparing the statement, assume that some Members of the committee have received no information about the proposal before the hearing. The statement should be in simple, nontechnical language, free of jargon and of a style and language easily understood by Members of Congress. It should be as brief as possible and consistent with presenting the Army's position on the matter.

(2) Classified and unclassified final statements for all committees will be typed on letter-size paper. Lengthy statements for the record may be typed single spaced. Short (Reading Version) statements will be double spaced. Left margin will be 1 1/2 inches. Paragraphs are unnumbered, indented, and identified with security classification if statement is classified.

(3) On classified statements, indicate classification of each paragraph and subparagraph, e.g., (U), (C), (S), (TS). Show highest classification at top and bottom of each page of information contained on that page, including the designation "Unclassified" when appropriate.

(4) Paragraph and page security markings are not required on unclassified statements.

c. Charts/photographs/vugraphs.

(1) Charts used in prepared statements or handouts at the hearings must be factual, to the point and understandable. Remember, the audience is civilian. Avoid abbreviations, undefined acronyms, Pentagonese, or "programmer talk." Spell out "division, battalion, squadron, end strength, millions, fiscal year, not applicable, revolutions per minute," etc. Do not expect a civilian outside the Pentagon to decipher "Tng Fac Maint," "203mm SP how," or "IN BNS."

(2) Careful attention should be given to charts which are prepared for internal Army use and later given to Congress via prepared statements, handouts or inserts. Eliminate the jargon. Make charts that are easy to read and understand.

(3) Be sure tables show whether figures are in thousands, millions, etc.

(4) Full-page sized charts should have an outside margin of at least 1 inch on all sides to avoid losing portions of the data when holes are punched for use in notebooks.

(5) Charts may be reduced in size and inserted in the text of the statement at the appropriate place.

(6) Charts produced in black and white, without light shaded areas, photograph best. Consider this in discussions with the graphics people.

(7) If charts, photographs, etc., to be used as handouts at the hearing are in color, a minimum of four black and white copies will be needed later to accompany the transcript of each hearing. Visual aids that are color coded to indicate various information must be redone using color hatching or other means so that they can be reproduced in black and white and still convey the information.

C-9. Editing transcripts and preparing inserts for the record.

a. Editing transcripts.

(1) Transcripts are forwarded by the Congressional committees for editing and addition of inserts for the record. All testimony must be completely checked, edited, cleared and approved. All figures must be verified. Grammatical errors, misspelled words, and incorrect figures will be corrected. Do not make unnecessary changes such as "happy" to "glad." If testimony is factual and grammatically correct, it is not necessary to make extemporaneous testimony read like a polished speech. Figure C-5 reflects the appropriate proofreader's marks to be used.

(2) Line through but do not obliterate deleted words. Do not use brackets to make editorial deletions. Write changes clearly; corrections must be legible.

(3) Edit only AMC testimony. Do not change remarks or questions by committee Members. A marginal note in the transcript calling attention to an apparent error, however, is in order.

(4) Do not alter essential meaning of testimony.

(5) Do not underline headings or spoken testimony except as discussed below.

(6) Abbreviations or acronyms used in spoken testimony should be defined the first time they are used. If the witness failed to do this during the hearing, the transcript should be edited to include the

definition. Use dashes to offset the two since parentheses are not used in spoken testimony. (When preparing inserts for the record, however, the use of parentheses is appropriate.)

(7) Words that should be printed in all caps must be edited in the transcript; not the galley proofs. Underline the word(s) three times to indicate all caps. The name of the system, weapon or training exercise that is not an acronym should be initial cap only. TWO, CHAMPUS, POMCUS, and REFORGER are acronyms. Patriot, Redeye and Stinger are the names of missiles. Apache and Black Hawk are helicopters. The military procedure of typing the names of all weapon systems or training exercises in caps should not be used in documents being sent to Congress.

(8) If visual aids, charts, slides, handouts, etc., were used during the hearing, the original or clear copies in a size suitable for printing should be furnished. Items produced in color are not suitable for printing. Graphic aids used during hearings should be inserted at the point in the transcript where the aid was used. Number the graphics sequentially and key the graphics to the appropriate line in the transcript.

b. Classified Transcripts.

(1) Bracket classified portions. Brackets should be placed around the classified word or phrase only. Indicate classification (C), (S), etc., in left margin when whole paragraphs are classified, and immediately above classified portions when only small phrases or figures scattered throughout the testimony are classified.

(2) Bracket only those specific portions of testimony which are actually classified security information. Do not make blanket classification. Do not bracket names and titles of witnesses, committee members or the committee staff.

(3) The primary responsibility for determining the proper classification of information presented in any form to Congress rests with the preparing agency.

(4) Do not stamp security classification or protective marking on transcript pages.

c. Annotating the Transcript.

(1) About 90 percent of the time, the transcript will show where an insert is to be placed. The reporter has recorded a request to furnish something for the record or the witness has responded that they will supply information for the record. The testimony stops and the transcript states:

"(The information follows:)."

(2) "(Additional information follows:)" is used when the witness answers the question during the hearing and later furnishes more data in an insert. It is a separate indented paragraph.

(3) "(Information requested is classified and was furnished to the committee separately.)" is used when the bulk of the material is classified and not appropriate for excising.

d. Headings. Several committees require that center headings (or subjects) be added to the transcript approximately every third or fourth page or whenever the subject changes. A new heading should be added whenever an insert breaks the flow of testimony. Headings should be brief but descriptive, e.g., "Cost of the M1 Tank" rather than simply "M1 Tank." The list of subjects will be useful in preparing an index if the committee requests one.

e. Format for Inserts for the Record.

(1) Information to be submitted for the record by witnesses after their appearance before Congressional committees is normally furnished in the form of inserts added to the transcript of testimony. The prepared statement of the witness is similar to an insert and is added to the transcript at the proper place.

(2) The requirement for an insert may come about in several different ways:

- The Army witness is asked a question during the hearing and responds: "I will provide that for the record."

- The witness answers the question and volunteers to furnish additional information or elaborate for the record.

- The committee Member or a staff member may request that something be furnished (or inserted) for the record.

In all of these instances, the request (and response) was made during the hearing and the conversation is recorded in the transcript.

(3) Inserts are also prepared in response to submitted or supplemental questions. Normally, these are lists of questions directed to the Army witness by specific members of the committee (i.e., one list may be identified as questions from Senator Thurmond; another may be questions from Senator Stevens). Questions can also be several pages long and attributed to one. Supplemental questions may be requested by the committee by letter or phone call. A group of questions from several members may be included in the transcript in one place (perhaps at the end), or the transcript may show that specific committee Members have submitted additional questions to be answered for the record. The transcript usually shows where the supplemental questions are to be inserted.

(4) There are various formats for inserts. The tasking agency will indicate what format is required by the specific committee.

f. Preparing Inserts.

(1) All inserts for the record will be formatted per the directions from the committee.

(2) Every effort should be made to provide unclassified inserts.

(3) Ensure that the insert is completely responsive to the committee requirement, but furnish only the information requested.

(4) Inserts should be written as a statement of fact in the third person.

(5) Do not use undefined abbreviations, acronyms, or jargon. Spell out million, fiscal year, etc. Write figures as spoken, e.g., \$8 million, not \$8M; or \$600,000 not \$.6 million and not 600 thousand.

(6) Inserts should be carefully edited with particular attention given to punctuation and proper capitalization.

(7) Do not abbreviate Senator, Secretary, General, etc.

(8) Proper forms of address are--

Position	Addressed
Member of U.S. Senate	Senator (last name)
Member of House of Representatives	Congressman/Congresswoman appropriate (last name)
Secretary of the Army	Secretary (last name)
Chief of Staff	General (last name)
General Officers	General (last name); not Lt. Gen., Maj. Gen., Brig. Gen., nor LTG, MG, or BG.

g. Classified Inserts.

(1) Classified inserts will be marked with the highest security classification, appropriate classification authority and declassification instructions. When stamping with red ink, be sure it is dark enough so that the classification and declassification instructions reproduce clearly on the copies. (If the ink is too light, the reproduced copies look unclassified.)

(2) Paragraph and subparagraph security markings are not used as classified information is bracketed.

(3) Recommended security brackets will be done in pencil on reproduced copies of the insert.

h. Approval, coordination, and clearance of inserts.

(1) Inserts will be approved at the agency directorate level (as a minimum) by the Director or Acting Director.

(2) It is the responsibility of AMCLL to obtain statistical clearance if the insert contains statistics.

(3) All inserts--classified and unclassified--must be cleared by DAMI-CIS. Classified portions (if any) will be bracketed (by the originator) in black pencil on two reproduced copies. Security classification (TS), (S), or (C) will be shown over the classified portions. Provide bracketed copies to DAMI-CIS who will verify the security markings and return a stamped and signed cleared copy to the action officer.

(4) Use reproduced copies (never the original) for Coordination and clearance. After coordination is completed, coordination should be filled in to include names. This information can be typed or written legibly.

REMINDERS FOR WITNESSES

- Be sure the advance work has been done.
- Do not read a prepared statement that has not been cleared by OASD(PA), OMB, the White House and provided to the committee in advance.
- Do not use charts, vugraphs, or handouts that have not been cleared.
- Do not take unnecessary backup people or bulky nonessential material. Do not overwhelm with numbers.
- Be prepared to present either the "Reading" or "Record Version" of your statement.
- Remember that your audience is civilian. Your presentation should be frank, to the point and in layman's terms. Know your subject.
- Do not use terminology or abbreviations not obvious to the committee.
- Keep language free of programmatic and clinical jargon.
- Do not use Pentagonese or undefined acronyms known generally only by Army or Defense (e.g., TRADOC, AMC, FORSCOM).
- All committees want the witness to define acronyms the first time used.
- Handouts, if used, must be in sufficient quantities for committee members and staff present at the hearing.
- Committees request that the witness give the committee reporter at time of testimony a copy of any material the witness is furnishing for the record (e.g., copies of handouts).
- Be aware of the type hearing--executive (closed) or open session. All information discussed during an open hearing must be unclassified.
- Classified portions of reference data (i.e., study material, cards, notes) should be bracketed and marked to avoid inadvertent use by witnesses in open hearing.

Figure C-1. Reminders for Witnesses

- If a question asked in open session requires a classified answer, advise the committee it cannot be answered because of security reasons but can be answered in executive (closed) session.
- Address the Chairman or Acting Chairman as "Mr. Chairman" or "Madame Chairman," other Senators as "Senator Jones," other Representatives as "Mr. Done or Mrs. Smith," staff members as "Mr. Bee." To the extent possible, use the name of the person being addressed.
- Be sensitive to women members' preference for gender designation.
- Do not rely upon nameplates in front of members; members frequently change seats.
- When acting as supporting witness--or when answering a question, preface your remarks by giving rank (if military), name, position, and full title (not acronym) of your organization for the benefit of the chairman and the reporter. If you are not seated at the witness table, stand when answering questions.
- Do not carry on side conversations; they distract.
- Speak distinctly in the direction of the individual originating the question.
- Do not be distracted during your presentation by movement of committee Members and staff or media personnel.
- All remarks should be germane to the hearing and should be for the benefit of the Chairman and the recorder.
- Do not make a speech.
- Do not go into long-winded explanations.
- Make your presentation in a way that fully supports the President's budget.
- Do not volunteer the initial budget request level or any of the subsequent cuts.
- Do not criticize decisions by OSD, OMB or DA.

Figure C-1. Reminders for Witnesses
(Continued)

- Do not miss the opportunity to be silent.
- Ascertain the desire and attitude of the committees on use of visual aids, charts, handouts.
- Do not overdo the use of presentation aids.
- Take the lead in answering questions. A good witness should not have to be cross-examined.
- Do not attempt to answer a question by bluffing or in an evasive indirect manner.
- Do not underestimate your questioner. The speaker probably knows more about your program than you think.
- Give a yes or no answer directly to the question, then qualifying remarks, if any. Be brief but responsive.
- Do not introduce a new problem in your answer.
- Do not attempt to answer questions outside your field.
- Be equipped with backup material to respond to questions that might be expected or problems that might be raised.
- Come to the hearing prepared to respond quickly to committee questions.
- Offer to supply information "for the record" if it is not readily available at the hearing.
- Do not waste committee's time searching for the answer. - But keep in mind, too frequent responses of "I don't know, but I'll provide it for the record" adversely affect credibility and should be used sparingly. Data supplied for the record are processed by the committee staff and may not come to the attention of the member after the hearing is over.
- However, if you do not know the answer, do not give the wrong answer-- you lose your credibility instantly. Furnish the answer for the record.

Figure C-1. Reminders for Witnesses
(Continued)

- Refer to decision makers by titles and organizations rather than as individuals. (It is correct to say "that decision came from the Office of the Secretary of Defense.")
- Be familiar with Army policy on providing information to Congress, including release of out-year financial planning data.

Figure C-1. Reminders for Witnesses
(Continued)

EXAMPLE OF OPENING AND CLOSING PARAGRAPHS OF A
PREPARED STATEMENT

Mr. Chairman and Members of the Committee:

I am Lieutenant General _____, Deputy Chief of Staff for Personnel, Department of the Army. The Department of the Army has been designated as the representative of the Department of Defense for this legislation. I represent the Department of the Army for that purpose.

I have a brief prepared statement which I would like to present to the committee and enter in the record.

Set forth in this and succeeding paragraphs:

- A concise statement of the purpose of the bill.
 - A statement of the background which makes the legislation desirable, if appropriate.
 - A statement of the position of the Department of Defense and the reasons for such position.
 - A resume of similar prior proposals, if appropriate.
 - A comparison with other related bills introduced in the current session of Congress, if appropriate.
 - Cost and budget information.
 - A statement of the position of the Office of Management and Budget with respect to the bill.
 - Any other information which may be appropriate.
-

I appreciate this opportunity of appearing before the committee and shall be happy to answer any questions you may have on this bill.

Figure C-2. Example of opening and closing paragraphs of a prepared statement.